Welcome to WfMC Awards for Excellence in BPM 2017

Presented by
Keith Swenson, WfMC Chair

Connie Moore, Senior Vice President Research, Digital Clarity Group

Layna Fischer, Publisher, Future Strategies Inc.

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The **Marvin L. Manheim Award For Significant Contributions in the Field of Workflow**

- This award is an industry recognition created by the **Workflow Management Coalition** in honor of the late Professor Marvin L. Manheim.
- Professor Manheim was a co-founder of both the Black Forest Group and the Workflow Management Coalition.
- He was also the **William A. Patterson Distinguished Professor of Transportation** at the Kellogg Graduate School of Management at Northwestern University from 1983 until his death in August 2000.

**Recent Recipients**

- Sandy Kemsley, Canada
- Jim Sinur, USA
- Connie Moore, USA
- David Hollingsworth, UK
- Robert Shapiro, USA
- Keith Swenson, USA
- Jon Pyke, UK
- Dr Haruo Hayami, Japan

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**WfMC Awards for Excellence in BPM and Workflow**
Derek Miers: "I knew Marvin – a truly larger than life, dynamic personality; a visionary and thought leader in the application of process thinking and business process management.

“Through his work, Marvin highlighted the central role that business processes play in the creation of new business models and how businesses transform themselves.

“His work on process patterns was very much formative to my own thinking and is just as relevant today as it was when he first presented it.

“I am honored to receive this award recognizing his legacy – the list of alumni speaks for itself, true greats in our industry.”

Internationally-acclaimed speaker and world-class consultant in business process management and workflow, Derek Miers is based in London, UK. Derek works as a Research Director for Gartner Research, Stamford CT.
WFMC Awards for Excellence in BPM

Recognizing Excellence!

Innovation

Impact

Implementation
Assessment Criteria

• **Innovation**
  - Innovative use of BPM technology to solve unique problems
  - Creative and successful implementation of advanced BPM concepts
  - Level of integration with other technologies and legacy systems
  - Degree of complexity in the business process and underlying IT architecture

• **Implementation**
  - Successful BPM and/or workflow implementation methodology
  - Size, scope and quality of change management process
  - Scope and scale of the implementation (e.g. size, geography, inter-company processes)

• **Impact**
  - Extent and quantifiable impact of productivity improvements
  - Significance of cost savings
  - Level of increased revenues, product enhancements, customer service or quality improvements
  - Impact of the system on competitive positioning in the marketplace
  - Proven strategic importance to the organization's mission
  - Degree to which the system enabled a culture change within the organization and methodology for achieving that change

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Record Submissions

Nominations (multiple entries from several nominators) were received from:

WfMC Awards for Excellence in BPM

The Awards Review Panel

Judges:
Alberto Manuel  Cor Visser  Gil Laware  Ken Mei
Alexander Samarin  Derek Miers  Hajo Normann  Marco Brambilla
William Brantley  Dermot McCauley  John Matthias  Nathaniel Palmer
Chuck Webster  Francesco Battista  Justin Brunt  Neil Ward-Dutton
Connie Moore  Frank Kowalskowksi  Keith Swenson  Paul Buhler
Pedro Robledo  Peter Schooff  Sandy Kemsley  Juergen Kress

Lead Judges:
Keith Swenson  Nathaniel Palmer

WfMC Awards Director:
Layna Fischer, Future Strategies Inc
Trends Seen From Entries

- **Customer Experience** – customer journey mapping, deepening of customer trust levels.
- **Digital process platforms** emerge for digital business
- **Enterprise-wide** - interdisciplinary teams in different departments working closely together on completely new things and in completely new ways of thinking in technology and business models.
- **Case Management** - ACM and production case management becoming more commonly deployed
- **Financial Services** no longer the most active sector in BPM deployment
TRENDS: Customer experience teams use customer journey mapping (e.g., pharma)
## TRENDS: CX and OX teams are different and need cross-training

<table>
<thead>
<tr>
<th>Comparative Factors</th>
<th>Customer Experience Excellence</th>
<th>Operational Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Understand and delight the customer, look at the business from the outside-in</td>
<td>Operate the business cheaper, better, faster while delivering value to shareholders and stakeholders</td>
</tr>
<tr>
<td><strong>Measurement</strong></td>
<td>Net promoter, CLV (customer lifetime value), click through rates, Voice of the customer (VOC)</td>
<td>Lower defects, risk management, quality metrics, safety metrics</td>
</tr>
<tr>
<td><strong>Tools</strong></td>
<td>Customer journey mapping, personas</td>
<td>Lean, Six Sigma, Kaizen, Value Streams, Agile</td>
</tr>
<tr>
<td><strong>Orientation of project team members</strong></td>
<td>Right brain</td>
<td>Left brain</td>
</tr>
<tr>
<td><strong>Focus</strong></td>
<td>Experience design, design thinking</td>
<td>Continuous improvement, process transformation</td>
</tr>
<tr>
<td><strong>Maturity of the discipline</strong></td>
<td>Immature, emergent</td>
<td>Mature, established</td>
</tr>
<tr>
<td><strong>Typical sponsor</strong></td>
<td>Marketing exec, CX exec, customer service exec, CxO</td>
<td>COO, CIO, CEO, CxO</td>
</tr>
<tr>
<td><strong>Typical technology</strong></td>
<td>Omnichannel, CRM, ecommerce, content management, customer analytics, content analytics, mobile</td>
<td>BPM software, process modeling, business rules, robotic process automation, enterprise apps (ERP, SCM, PLM)</td>
</tr>
<tr>
<td><strong>Process orientation</strong></td>
<td>Immature, not typically focused on end-to-end processes</td>
<td>Mature, focus on end-to-end processes</td>
</tr>
</tbody>
</table>
TRENDS: Digital process platforms emerge for digital business

BPM
Case management
Low Code
Robotic Process Automation
Analytics

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WfMC Awards for Excellence in BPM
TRENDS: RPA spans the full spectrum of work

Digital inside

Focus:
- Operational excellence
- Productivity
- Compliance
- Investigations

RPA technology:
- Scripting
- Macro based applets
- Screen scraping
- Workflow

Digital outside

Focus:
- Customer experience
- Digital transformation
- Customer service
- Customer communications

RPA integration with:
- NLP
- Predictive analytics
- BPM/case management
- CRM
- Machine learning
- Customer communications

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WfMC Awards for Excellence in BPM
Award Finalists

- Alptis
- ClearTech Telecommunications, Brazil
- DIA, Spain
- EPM Gas, Energy, Water Colombia
- FiberCorp: Customer Integration To Processes
- Grupo A
- Hilti AG
- ISS Facility Services, Brazil
- Law Society of Singapore
- New York State Back Office Operations, USA
- Pret Communique S.A. de C.V., Mexico
- Rio de Janeiro’s City Hall, Brazil
- SOLIX Inc, USA
- Valeo (Automotive Supplier)
- VINCULA-MDT (Medical)
- WellCare Health Plans, Inc., USA

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[Logo of Future Strategies Inc. and BPM.com]
Showtime!

And the Winners are...
DIA, Spain
nominated by AuraPortal

DIA is a multinational supermarket retailer with over 7,000 stores in Spain, Portugal, Argentina, Brazil and China.

<table>
<thead>
<tr>
<th>Situation</th>
<th>Implementation &amp; Innovation</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Remarkable growth.</td>
<td>• Digitalization of over 20 processes in 4 countries.</td>
<td>• Reduced time to market by 40%.</td>
</tr>
<tr>
<td>• Complex processes.</td>
<td>• Integration with existing Legacy Systems.</td>
<td>• Complete traceability.</td>
</tr>
<tr>
<td>• Manual, non-standardized processes.</td>
<td>• Philosophy of continuous process improvement.</td>
<td>• Increased responsiveness to customer needs.</td>
</tr>
<tr>
<td>• Task duplication.</td>
<td></td>
<td>• Optimized use of human resources.</td>
</tr>
<tr>
<td>• Excessive time to market.</td>
<td></td>
<td>• 80% reduction of errors.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Technology</th>
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<tbody>
<tr>
<td>• AuraPortal iBPMS</td>
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</table>

WfMC Global Awards for Excellence in BPM
EPM Gas, Energy, Water Colombia

**Situation**
- Lack of unified processes.
- Excessive paperwork.
- Long waiting periods.
- Lack of process information and traceability.

**Implementation & Innovation**
- Digital Business Platform.
- Immediate link to the ongoing processes.
- Interaction through the iBPMS.
- Self-management

**Benefits**
- Service costs reduced by over 50%.
- Service level agreements improved by over 60%.
- Complete process control, visibility and traceability.
- Self-management increased by 61%

**Technology**
- AuraPortal iBPMS

EPM is a public utility Group dedicated to the provision of energy, gas, water and waste management. It is made up of companies from Central America, Chile, Mexico, the United States, Spain and Colombia.
FiberCorp: Customer Integration to Processes nominated by FiberCorp

**FiberCorp** (Corporative Business Unit of Cablevisión S.A.), in Argentina offers Cloud, Connectivity, Datacenter and Video & Media solutions to third party companies. In this case study, we integrated the customer as the main actor.

### Situation
- Manual tasks in product management processes
- Need for efficient processes
- Competition for IT resources, Solutions not focused on processes

### Implementation & Innovation
- IPC integrates processes in three dimensions: Customer, Business Process and Service
- IPC: Integrates end-to-end product processes with scalability, simplicity and the customer as protagonist

### Benefits
- IPC Integrates the FiberCorp Community into a single Virtual Desktop
- Self-activated products between 5 and 10 min, self-managed by the customer (versus 2 weeks);
- Monitoring and automatic alarms
- IPC implements 13 EndtoEnd Products
- More than 120 automated process

### Technology
- Customized in-house combining multiple products and platforms, including Office 365, Google, Oracle etc.
## Situation
- Deep business transformation.
- Major investments in international acquisitions and partnerships.
- Need for rapid changes in all areas

## Implementation & Innovation
- Structuring of the IT and the Quality Departments
- Creation of the MPGA (Grupo A Project Methodology).
- Key-users: Analysis and validation of proposals.
- Automation requests through BPMS

## Benefits
- Faster and more assertive decision making processes
- Visibility of initiatives
- Prioritization by strategic importance.
- Minimized investment risks.
- Projects and processes culture

## Technology
- Orquestra BPMS

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**SML Brasil is a pioneer Brazilian company, specialized in solutions to make document management and process management easier, through our BPM and ECM platform.**

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**Grupo A nominated by SML Brasil**
Hilti AG nominated by University of Liechtenstein

Hilti is a global leader in providing technology-leading products, systems, and services to the construction industry. Hilti closely collaborates with the Institute of Information Systems at the University of Liechtenstein with regard to process- and IT-related topics.

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<tr>
<td>• Decentralized processes</td>
<td>• Holistic BPM program “Global Processes &amp; Data”</td>
<td>• Digital maturity for new technologies and innovations</td>
</tr>
<tr>
<td>• Heterogeneous IT systems</td>
<td>• Standardization of IT and processes on a global level</td>
<td>• One corporate culture</td>
</tr>
<tr>
<td>• Diverse local business solutions</td>
<td>• Establishment of Global Process Ownership and Process communities</td>
<td>• Higher customer satisfaction</td>
</tr>
<tr>
<td>• Challenges multiplying good practice globally</td>
<td></td>
<td>• Boost in Operational Excellence: Efficiency gains, Cost savings &amp; Contingency</td>
</tr>
</tbody>
</table>

Technology

• One global SAP R/3 system with ERP, CRM, SCM, and BI
**ISS Facility Services nominated by Lecom Tecnologia**

**Situation**
- Lack of control and information in the HR area.
- HR requests slow, average 1-2 months to be resolved.
- Each application generated a huge exchange of e-mails.
- Employees dissatisfied.

**Implementation & Innovation**
- BPM – agility and efficiency, integration with other systems.
- After agile implementation in HR, other areas started adopting the platform

**Benefits**
- Decrease of 84% of the average time for hiring staff.
- Employee satisfaction – 99% of the staff no longer have Benefits issues.
- Agility – currently in 48 hours (SLA) a solution is applied by the process.

**Technology**
- Agile delivery of Digital Processes

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Lecom BPM is a platform for **Business Process Management (BPM)**, Enterprise Content Management (ECM) and Analytics. It enables the monitoring of all stages of business processes, detecting unproductive tasks and identifying trouble spots (so-called “bottlenecks”), resulting in much faster outlets and rational decisions.

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**WfMC Global Awards for Excellence in BPM**
New York State Backoffice Operations
nominated by NYS Information Technology Services

NYS Information Technology Services (ITS) delivers IT Services to all NYS agencies. ITS is one of the largest providers of governmental ECM services in the world.

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<tbody>
<tr>
<td>• ITS charged with assisting agencies to reduce costs &amp; increase efficiencies</td>
</tr>
<tr>
<td>• 57 payment processes, duplicate applications, no visibility into status of agency invoices</td>
</tr>
<tr>
<td>• Reduce interest payments on overdue invoices</td>
</tr>
</tbody>
</table>

<table>
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<tbody>
<tr>
<td>• Creation of a enterprise accounts payable application</td>
</tr>
<tr>
<td>• Consolidation of 57 processes into a single accounts payable application</td>
</tr>
<tr>
<td>• Constant monitoring of the status of all invoices</td>
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</tbody>
</table>

<table>
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<tbody>
<tr>
<td>• Increase organizational efficiency</td>
</tr>
<tr>
<td>• Enterprise application serves all agencies at a fraction of cost and staffing</td>
</tr>
<tr>
<td>• Overdue invoice costs reduced to a fraction</td>
</tr>
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<tbody>
<tr>
<td>• IBM Datacap, IBM FileNet Content Manager, IBM Content Navigator</td>
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WfMC Global Awards for Excellence in BPM
Pret Communique is the largest AT & T distributor in Mexico; it has a total of 100 points of sale throughout the country.

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<tbody>
<tr>
<td>• Transition &amp; growth.</td>
<td>• Digital Transformation.</td>
<td>• Increase in customer satisfaction.</td>
</tr>
<tr>
<td>• Constant change.</td>
<td>• Integration with existing systems.</td>
<td>• 75% reduction in resources.</td>
</tr>
<tr>
<td>• Long, manual processes.</td>
<td>• Zero code BPM suite.</td>
<td>• Processes reduced from 2 hours to 20 minutes.</td>
</tr>
<tr>
<td>• Work duplication.</td>
<td>• Communication &amp; Collaboration Platform.</td>
<td>• Continuous improvement.</td>
</tr>
<tr>
<td>• Process errors.</td>
<td>• Paperless processes.</td>
<td></td>
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**Technology**
- AuraPortal iBPMS

**Benefits**
- Increase in customer satisfaction.
- 75% reduction in resources.
- Processes reduced from 2 hours to 20 minutes.
- Continuous improvement.

**Technology**
- AuraPortal iBPMS

**Benefits**
- Increase in customer satisfaction.
- 75% reduction in resources.
- Processes reduced from 2 hours to 20 minutes.
- Continuous improvement.
## Situation
- The entity or person had to endure working with various municipal organs, presenting repeated documents, facing queues and high bureaucracy to legalize his business.

## Implementation & Innovation
- Bring in a single system all legislation related to economic activities;
- The max. number of web services for communication between systems was developed.

## Benefits
- 1,230,000 paper sheets saved, offices were reduced from 19 to 9;
- 45% of the permits are issued in 30 minutes, 72% without human interaction;
- Increased revenues: 25%;
- 100% online, automatic and standardized.

## Technology
- Fusion Platform: Simplicity, Transparency, Integration
Solix Inc. nominated by PNMSofTechologies

Solix, Inc. is a best-in-class provider of program and process management, regulatory compliance and customer care services. Solix helps customers run more efficient programs, qualify applicants faster with greater accuracy, and enable more responsive customer communications for an enhanced experience.

### Situation
- Decentralized Processes
- Extensive SDLC Processing Time
- System Scalability Limited and Maintainability Difficult
- Difficult to Maintain High SLA’s
- Silo System Implementations

### Implementation & Innovation
- Fully cloud based in a Geo-Redundant Architect
- Database Technology Agnostic
- Consistent High SLA Achievement for Availability
- Mobile and Web Device Independent
- Multi-Tenanted Design

### Benefits
- Reduced Error Rates
- Improved Management of KPI’s and Workflow Processes
- Improved Application Delivery Quality
- Tightly coupled Business Integration
- Increased Speed to Market
- Improved Client Joint Development Efforts

### Technology
- PNMSofTech Sequence, Azure & AWS Cloud, Microsoft Technologies, Qlik View BI, Dream Factory. Responsive Design Technologies

WfMC Global Awards for Excellence in BPM
Valeo is an automotive supplier, partner to all automakers worldwide. As a technology company, Valeo proposes innovative products in CO2 reduction and intuitive driving. Valeo implemented a world-wide digital transformation initiative based on ProcessMaker.

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<th>Situation</th>
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</tr>
</thead>
<tbody>
<tr>
<td>• Transition to new BPM</td>
<td>• Process quality testing</td>
<td>• 80% Efficiency Gain in Platform Response Time</td>
</tr>
<tr>
<td>• Rebuild for efficiency, transparency, and scalability</td>
<td>• Dedicated, internal BPM implementation team</td>
<td>• 75,000+ Cases</td>
</tr>
<tr>
<td>• 50,000+ users</td>
<td>• Integration with unique internal roles directory</td>
<td>• Transitioned to a fully digital company</td>
</tr>
<tr>
<td>• 250+ Processes Defined</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Technology**

| ProcessMaker Enterprise BPM

WfMC Global Awards for Excellence in BPM
**Situation**

- Known as the Prosthetics Mafia, corruption schemes came to light involving implant distribution companies in Brazil.
- Vincula launched a Direct Sales channel with control and traceability.

**Implementation & Innovation**

- Management control of the progress of each process.
- Concentration of information on a single platform.
- Possibility of storage of digital documents.
- Integration with all those involved in the process.

**Benefits**

- Traceability - 100% of the processes are traceable.
- Issue of invoices - reducing process time by approximately 50%.
- Clients and stakeholders satisfaction.

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**Technology**

- Agile delivery of Digital Processes

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**VÍNCULA MDT** nominated by Lecom Tecnologia

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**WfMC Global Awards for Excellence in BPM**
WellCare Health Plans, Inc., USA
nominated by ISIS Papyrus

WellCare Health Plans, Inc., provides government-sponsored managed care services in all 50 U.S. states, serving 4.1 million members and employing 9,000 associates. The CMS based on ISIS Papyrus’ ACM Solution reduces efforts for the Campaign Management of marketing and regulated materials.

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<th>Situation</th>
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</table>
| • Creative Services Team manages 60+ media types in different languages  
• Workflow between departments solely based on printed materials  
• Processes only by tacit knowledge | • ACM collaboration platform for Campaign Management  
• Users work goal-oriented with ad hoc actions  
• Processes fully governed by the Creative Services Team without IT support | • 20% savings on job lifecycle time  
• 75% reduction in printing, paper and file storage costs  
• Full transparency of all open jobs and tasks  
• 20% reduction of rework due to quality measures  
• Flexibility to adapt immediately to changes |

Technology

• Enterprise CMS based on Papyrus ACM Framework

WfMC Global Awards for Excellence in BPM
2017 Winners Recap: Congratulations!

- DIA, Spain *nominated by* AuraPortal
- EPM Gas, Energy, Water Colombia *nominated by* AuraPortal
- FiberCorp: Customer Integration To Processes *nominated by* FiberCorp Cablevision S.A.
- Grupo A *nominated by* SML Brasil
- Hilti AG *nominated by* University of Liechtenstein
- ISS Facility Services, Brazil *nominated by* Lecom Tecnologia
- New York State Back Office Operations, USA *nominated by* New York State ITS
- Pret Communique S.A. de C.V., Mexico *nominated by* AuraPortal
- Rio de Janeiro’s City Hall, Brazil *nominated by* Neomind Solutions – Fusion Platform
- SOLIX Inc, USA *nominated by* PNMSof Technologies
- Valeo *nominated by* ProcessMaker
- VINCULA-MDT *nominated by* Lecom Tecnologia
- WellCare Health Plans, Inc., USA *nominated by* ISIS Papyrus

*Special mention*: AuraPortal is the leading vendor nominator with three excellent winners, followed by Lecom with two winners. Congratulations!

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WfMC Awards for Excellence in BPM and Workflow
2017 Winners will be published in the next edition of the Excellence in Practice series. Previous winners received additional recognition through publication in these books.

Available on Amazon.com in Print and Kindle Formats
Print and Digital Editions at [http://BPM-BOOKS.com](http://BPM-BOOKS.com)

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WfMC Awards for Excellence in BPM and Workflow
Our congratulations again to the Winners!

Keith Swenson, WfMC Chair

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Connie Moore, Senior Vice President of Research, Digital Clarity Group.

Layna Fischer, Awards Director and Publisher, Future Strategies Inc.

Slides will be posted to bpm-awards.org